

file Interview
w/ Kathy Kiely
Fri 6/14/96
10⁰⁰ am

Sold for briefing
book should I

EXECUTIVE OFFICE OF THE PRESIDENT

06-Jun-1996 04:55pm

meet w/ her.

TO: Carol H. Rasco
FROM: Julie E. Demeo
Domestic Policy Council
CC: Lorraine McHugh
Chris Dorval
Marlene A. MacDonald
SUBJECT: Arkansas Democrat Gazette

I spoke with Kathy Kiely (Washington Bureau Chief of the Arkansas Democrat-Gazette) and she would like set up time to speak with you in the next couple of weeks for 2 reasons:

1. To meet you since she has been bureau chief since last May and has not properly introduced herself to you. She would just like a get to know you meeting (ground rules up to you).
2. To interview you for a piece she is writing for the magazine "World Link." This magazine is published in London but by the World Economic Forum (based in Switzerland). She is looking at world-wide employment status and projections and the idea brought up by Jeremy Rifkin in his book The End of Word (?), which says that as we become more technologically advanced we have less of a need for employing people. The policy implications of this could be that we go to a four day work week or flex time etc. She said Tuesday's NYT's had a front page story by Peter Kilborn. (His story is called: "Factories That Never Close Are Scrapping 5-Day Week", which I'll put in your in box). She says she's completely flexible on the ground rules and her deadline is the end of this month.

Factories That Never Close Are Scrapping 5-Day Week

By PETER T. KILBORN

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ORLANDO, Fla. — Tony Moreno is an outgoing, churchgoing man and the father of three.

But for most of the last five years, Mr. Moreno put in 12-hour workdays, including all of his Sundays, as a machine operator here at Lucent Technologies.

Some of his colleagues at the immense, windowless microelectronics factory relish the schedule, in which they alternate three- and four-day weeks, because it gives them so much time off.

"But that didn't mean much to me," said Mr. Moreno, 45. "I missed going to church. Being a family man, weekends mean a great deal to me. All my friends are off on weekends."

Many of Mr. Moreno's co-workers like the nontraditional set-up because, in addition to long stretches of time off, they also receive premium pay. Like it or hate it, however, more and more American factory workers are being assigned the short-week, extended-hour schedules.

Management experts call them compressed workweeks. At factories like Lucent's, the eight-hour-a-day, five-day workweek has all but vanished and given way to schedules that management deems efficient,

even if they ignore the calendar's seven-day cycles and community patterns of work, sleep and play.

The Bureau of Labor Statistics found that from 1985 to 1991, the proportion of full-time production and service workers with conventional eight-hour-a-day schedules had declined to 81.8 percent from 84.1 percent. The bureau has no data for the years since 1991, but a private survey this year suggests that the trend is growing. In a survey to be released this month of 800 companies that employ 1,000 or more workers in all types of businesses, the William M. Mercer management consulting firm in New York found that 34 percent used compressed weeks for some of their work force and that 14 percent were considering those schedules.

Abbreviated workweeks have been in effect for decades for some workers, particularly in police and fire departments, hospitals and utilities that run around the clock.

But they have been a growing

Continued on Page D21, Column 1

Continued From Page A1

trend in manufacturing. Nearly all automobile tire companies and most big semiconductor companies have shifted to the new schedules. The big General Motors plant in Tennessee that turns out Saturn automobiles has adopted one, too.

"I think employers are concerned about getting the most out of their employees," said Marc Vallario, the Mercer firm's health and welfare expert. "They also recognize there are other demands on employees' lives. So many are structuring the workweek to accommodate their productivity needs and their employees' life needs."

Efforts are being made in Congress to speed the shift to abbreviated workweeks. Many companies want Congress to change overtime provisions of the Fair Labor Standards Act of 1938 that require employers to pay time and a half for any work beyond 40 hours a week, with one proposal seeking a monthly ceiling instead.

"The week is getting redistributed toward work," said Jerome M. Rosow, president of the Work in America Institute, a research organization in White Plains financed by unions and corporations. Part of the price, he said, is the traditional weekend: "Leisure is getting squeezed out."

The impetus, experts say, is a redoubled emphasis on efficient production, the same pressure that has been driving the tides of corporate downsizing. It is another tactic to wrest additional profits and lower-cost production from factories.

The Lucent factory belongs to AT&T, which said this year that it would shed 40,000 workers and recast itself into three smaller companies that will soon become completely independent. One of the three, Lucent, combines AT&T's research laboratories and 14 manufacturing plants, including the factory here.

In Orlando, management is building a big addition and expanding the work force to 1,500, from 1,000. About 80 percent of the employees are refugees from AT&T shrinkage elsewhere.

Inside, the factory workers, in white suits that conceal everything but their eyes, bake tiny deposits of metal onto paper-thin six-inch-diameter wafers of silicon. Factories in Singapore and Bangkok slice the wafers into the integrated-circuit chips that form the brains of computer modems and cellular telephones.

Five years ago management decided that to hold its own in competition with wafer processors worldwide, it could not let its machinery sleep when people do. "The equipment has to keep running," said the plant manager, Robert B. Koch.

Before, the company had been running on a less-compressed week with four 10-hour days. But that meant that for several hours a day the machinery stood idle.

"The company eyeballed that quiet time," said Thomas S. Christian, president of Local 2000 of the International Brotherhood of Electrical Workers, who helped negotiate the schedule with 12-hour shifts.

As Mr. Koch put it, "There were inefficiencies."

Now all but some office personnel work the long shifts, three consecutive days that total 34½ hours one week and four days that total 46 hours the next. Time and a half overtime pay is incorporated into wages that start at \$6.91 an hour and rise to nearly \$18.19, very high for factory work south of the Rust Belt.

Everyone has one weekend day a week, Saturday or Sunday. To make the schedule work, employees also gave up two holidays, Memorial Day and Labor Day. Still, all the free days amount to half the year off.

Workers say they appreciate having jobs, enjoy the time off and relish the pay. They also talk of being extremely tired.

Booker T. Thomas, 47, who is married and has an 11-year-old daughter, came here from an AT&T plant in Shreveport, La. He worked 10-hour days and earned good wages, but he had watched the number of workers plummet, to 1,000 from 6,500.

"I asked myself, Should I stay here and watch it close?" Mr. Thomas said. "I didn't want to get caught in that situation. So I came to Florida."

As a skilled technician here, Mr. Thomas earns the top wage. He works days, every other Wednesday and every Thursday, Friday and Saturday.

"I get fatigued," he said. "But I got fatigued in Shreveport. I worked 50 weeks a year there. Here I work 25 weeks and make more money. Who can argue with working half the time for more money?"

Many other workers, however, talk of a struggle to align the Lucent clock with the cycles of their personal lives. One is Martha Toler, 34, who is single and the mother of a 9-year-old boy and a 20-month-old girl.

"I'm a B-grade metals operator," paid \$14.95 an hour, Ms. Toler said. "I sputter metal onto the wafers. I work the days, 5 to 5. When I work I don't clean or cook. Everything's prepared already. I put it in the microwave."

"I get up at 3:30. I get the baby ready to go to the sitter. We leave the house at 10 after 4. She's dropped off at 4:30. I usually make it here 10 minutes before we have to start."

Most people are in a daze."

Ms. Toler said that to help pay the sitter \$15 a day, she rents a room in her three-bedroom house.

Her son fends for himself.

"He gets up at 7:30 and goes to school to 3," she said. "From 3 to 6 he does homework, his chores, watches TV. Days off I take him to ball games. He doesn't like me working at all."

"I've been more tired and more sick than ever before. I get upper respiratory infections. A lot is fatigue. I have back and foot problems. But I had to take the job that takes care of the kids. More money, more pain."

Mr. Rosow of the Work in America Institute said: "There's always been a tension in our society between work, family and leisure. I don't think industry plans its schedule around the leisure needs of the work force."

An extreme form of workweek compression is the product of something the experts call best cost scheduling. Under that concept, people work 12-hour shifts for three days and take three days off. They also work days half the month and nights half the month. Typically the schedules permit two Saturdays and one Sunday off one month and one Sunday and two Saturdays the next.

Four years ago the A. E. Staley Manufacturing Company, the corn

mill in Decatur, Ill., imposed the schedule. The union local, the United Paperworkers, voted 86 percent against it, precipitating a 30-month lockout before the workers acquiesced and returned last December.

Other companies have devised less disruptive schedules that often permit more regular time off. There's the 10-hour day four-day week. At there is the nine-hour day with two days off one week and three the next.

Some companies use eight-hour shifts on the five regular workdays but use separate teams of workers on 12-hour shifts on the weekends. Jerry Cashman, work-option manager at the Hewlett-Packard Company in Palo Alto, Calif., which is often cited for innovative scheduling, said the company had "production environments" in which different workers were on 10-hour, 12-hour and 8-hour shifts at the same time.

To give management greater flexibility in setting workers' hours, Senator John Ashcroft, Republican of Missouri, has proposed legislation that would replace the 40-hour week with a 160-hour month. Industry would still have to pay overtime for work beyond the 160 hours. But with worker approval, managers could for instance, pack all those hours into the first two weeks of the month and allow two-week vacations.

Mr. Ashcroft and management lobbying groups, like the Labor Policy Association in Washington, say the proposal would liberate workers. A spokeswoman for Mr. Ashcroft, Doreen Denny, said, "This proposal deals with a core concern of families to balance their personal and work responsibilities."

Unions, by contrast, see the bill as an effort to restore the sweatshop hours of the turn of the century. "He cloaks it in giving workers and their families flexibility," said Jane O'Grady, a legislative representative of the A.F.L.-C.I.O. "But clearly this is an effort to let employers get overtime without paying for it."

Still, the old ways die hard.

Recently Mr. Moreno escaped the abbreviated workweek at Lucent. He has shed his protective white suit and moved to one of the few eight-hour Monday-to-Friday office jobs. "I love it," he said. "I've always been a 7 A.M.-to-3:30 guy."

Notes

Kathy Kiely Interview

used to work Houston Post

KK World Link Magazine
audience intl business leaders + policy makers

CHR < 2 kids in Ark
go home at least 1-month for a long weekend

KK → Techn. adv + Globalization of the Econ make this
a different econ age

Not as many jobs will be created

KK → Do you agree / disagree w/ this

CHR → NEC has primary

CHR → Question that it will do away w/ so many
job, There are those that disagree
w/ that.

I'd instead like to focus on

CHR → What kinds of effects will this have
on children + families

{ Every child will be empowered to
{ Devel. to his/her full potential
Changes in workplace + how it affects
children + families + vice versa
Family Friendly Corps.

DOL + DOD

How can workplace be more family friendly

That leads into something that Roffman
book leads into & maybe
would give our society to further
develop the 3rd sect of our society
→ VOLUNTEERISM

CHR → The other piece I've tried to think
about is as we see changes in
workplace we need to look at
changes like day care / night care
hospital - nurse example

CHR → ^{look at} Flexible school sched as we see
people's work schedules change
No longer agrarian society
Those kinds of flexible schedules

CHR → My focus from aspect of adult
now more involved in family & comm
& from kid → school & services flexibility

KK → More Companies paying less \$ w/ fewer
benefits

CHR → Our concerns was seen in our Comprehensive
Health Bill, FML Act, etc We
are always looking at appropriate places
to encourage family-friendly benefits etc.

KK → ^{fitting} You can have benefit of freeing up time
but to support this
Tax Gains of Income

CHR → There are jobs, - it may be in a diff
type of payment structure than we've
used to know.

Americorps has been able to do a
terrific job there & bridge gaps w/ families
Welfare Reform - There are many
welfare mothers who can be a good aid in
the class room etc.

There are a number of opp. out there
(class room aide example) for volunteerism

★ get her
chart → ^{Need more} Juvenile Crime plat hrs. 3-6pm
schools to provide after care for that
time (community school / center) etc.
Lots of examples / opp. for volunteer sector work
But I want to emphasize my doubt
of h3 #'s

Changes in the workplace
work - family - leisure

KK → What is prompting this? You are NOT
~~looking at~~ sold on Rikins ideas
CHR What is prompting changes in workplace
Family Structure (we need to strengthen it)
Changing patterns of age of marriage etc.

CHR → A lot of things go into demographic changes in the workplace

KK → So many people think there is less time for leisure activities - working harder

CHR I wish I knew part of it is from personal experience is 2 parents working vs. I had a mother that stayed home

CHR's idea { more women in workforce adds to the pressures
Tech synthesizes things for us →
making more decisions per day →
Natural pressure
The gathering of info is less stressful.

KK → Is there much talk about these changes in Admin.

CHR → Yes lots we are looking at what is the appropriate role
techn. assist vs. Regal.

KK → what about shorter work week?

CHR → Now that we have tools it will make sense to look at what's best for certain jobs + individuals. Does a particular comp. have what that indiv. needs

CHR → More & more comps are providing those options for workers, indiv's will choose. We shouldn't box ourselves in.

KK → Sounds like you're saying marketplace will handle it.

CHR → That's where we are but there are ongoing discussions. My job is to be thinking about impact on families & children.

KK → ~~Prepared~~ ^{you} bringing in employers

CHR → Yes Econ Summits

Also when out in communities Did a large Discussion on Children's Advocacy w/ all sectors about what children need & Always work comes up.

Also Women's Office "At The Table" & Issues of work Central from perspective of employer & parent & worker etc. We try very hard to listen to what they have to say

CHR → The most interesting ~~the~~ change I've noticed is the # of men interested in family issues

KK → Tyson + you

CHR → { close offices
meet once a week Raso-Rubin-Tyson
Staff work closely etc.

KK → What would you say might be changed that might come out of the 3 of your discussions.

CHR → Idea of Govt as Facilitator + as employer
UP is conference in Nashville on this topic + maybe statements made by VPOTUS + POTUS.

KK → Lyon Summit

CHR → I don't get involved

KK → Volunteer sector
waivers now to states
Role of Feds

CHR → ~~and~~ a number of states are putting public sector jobs into welfare Reform
Gov's talk about that a great deal

KK → How pay for that

CHR → job for continuing to receive welfare payment.

KK → kinds of Policy Changes we are talking about when will we see it 2nd Admin?

CHR → yes

KK → Division of NEC + DPC

CHR → ~~the~~ Budget is Policy Atm ... etc.

example. Lead Gov. NSA for Education
There were difficulties discussing things like goal 1 prenatal care etc. Focus in Bush Admin wasn't there it was all #1's.

Now POTUS also has an econ shop that is committed to WIC + Head Start etc.

KK → ~~As~~ Would you say your main thrust is.

CHR Children + Family

KK → All women. Raised Rubin Tyson
does this focus make a diff

CHR → sure but Bob Rubin was terrific
deeply committed to ~~the~~ revitalizing
urban areas etc.

~~It's~~ a Clinton Admin. it's hard to tell if focus
due to ♀ or type of people + POTUS commitment.

KK Volunteer sector of Econ. in Korten's Book will
we see policy interest.

CHR → office of Volunteers in (Gov Clinton)
(Started as Gov)

AmeriCorps

★ CHR

→ Send recent report on things AmeriCorp
doing
Senior corps etc.

POTUS has always pushed volunteerism

KK Mentoring

CHR We are trying to get alot more people
involved in mentoring.

KK Would there be thought of financial incentives
for corps for

CHR Always being put on table but nowhere
near deals.

LEVEL 1 - 5 OF 5 STORIES

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January 22, 1995, Sunday, Final Edition

SECTION: BOOK WORLD; PAGE X7

LENGTH: 853 words

HEADLINE: Let the Machines Do It

SERIES: Occasional

BYLINE: James K. Glassman

BODY:

THE END OF WORK

The Decline of the Global

Labor Force and the Dawn

Of the Post-Market Era

By Jeremy Rifkin

Putnam. 350 pp. \$ 24.95

WITH HIS new book, Jeremy Rifkin continues his rear-guard action against the future. As president of the Washington-based Foundation on Economic Trends, he's best known for his battles against genetically engineered tomatoes and cow hormones, but now he's taken on a far bigger subject -- work.

He writes that, thanks to advances in technology, there is less and less of it to go around. That can either be a bad thing or a good thing. So far, he says, it's been bad: "Technology displacement and the loss of job opportunities has [sic] affected the nation's youth most of all, helping spawn a violent new criminal subculture." But it could be good: He sees the overthrow of the nasty "utilitarian ethos of the marketplace" and a "future world of enlightened human beings who think of themselves first and foremost as Homo sapiens with primary responsibilities and obligations to the biosphere as a whole."

Before we go much further, however, let's look at Rifkin's premise -- that work is on the decline because computers are replacing people. He cites the usual anecdotal evidence: "GTE recently cut 17,000 employees. NYNEX Corp. said it was eliminating 16,800 workers ..." In a \$ 7-trillion economy, however, it's not hard to find individual companies that are cutting back. But what counts are the aggregate numbers, and those show that the U.S. is aggressively adding jobs, not subtracting them.



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The Washington Post, January 22, 1995

Since 1975, non-farm payrolls in this country have increased from 76 million workers to 115 million. Last year, the U.S. gained 35 million net jobs (that's new jobs minus lost jobs) -- the biggest increase since 1984. The manufacturing sector, which Rifkin says is so imperiled, picked up 300,000 net jobs, and December 1994 marked the largest gain in five years. Average hourly wages are \$ 11.26, up from \$ 4.41 in 1975. And while the U.S. population has increased by more than 40 million over the past 20 years, the number of unemployed has stayed relatively stable -- an average of 8 million (currently 7 million).

Rifkin's faulty thesis is simply an updated version of the Luddite argument that, since a weaving machine with a single operator can do the work that 10 men did previously, then the other nine will become forever unemployed or, at best, forced into lower-paying work. Karl Marx pushed this line. He wrote that as capitalists replaced workers with machines, they were, in Rifkin's words, "digging their own grave, as there would be fewer and fewer consumers with sufficient purchasing power to buy their products." But Marx was dead wrong -- automation has led to a boom in consumerism around the world. And extensive research has found that the original Industrial Revolution improved the standard of living of nearly everyone. For example, a famous 1983 study by Peter Lindert and Jeffrey Williamson found that the real wages of English blue-collar workers doubled between 1819 and 1851.

The truth is that machines create more jobs and better jobs since they expand the kinds of things people can do. In 1850 most Americans worked on farms, performing drudge labor. Now we produce more food with only 2.7 percent of our workforce, and those erstwhile farmers are software designers, machine-tool operators, TV actors, air-traffic controllers and restaurateurs. Of course, the new industrial revolution could turn out to be different from the old one. Rifkin may be right when he writes that in the U.S. "more than 90 million jobs ... are potentially vulnerable to replacement." The problem is that he presents no solid evidence for this case.

BUT HIS BOOK isn't a total loss. In the later chapters, he raises a very important issue -- one that really isn't dependent on "the end of work." He says that America needs to restore vigor to "the third sector" -- charities and voluntary organizations -- and to diminish the importance of the other two sectors, business and government.

He's on to something: "The independent sector is the bonding force, the social glue that helps unite the diverse interests of the American people into a cohesive social identity." Tocqueville recognized in 1831 that the voluntary spirit is what makes us different from Europeans. Rifkin is right when he says we run the risk of neglecting what we do best.

The optimistic side of his view of the future is that machines will make us so rich that we don't have to spend so much time in "mass formal work." Maybe. But we don't have to wait. Even now, there's time for volunteerism, for those thousand points of light -- especially if we can learn to accept a level of material satisfaction that doesn't keep rising with each new electronic gadget.

Rifkin may be a curmudgeon, even a crank, but he's also a smart guy with an original mind. I only wish this book had concentrated more on the future of the third sector and less on vulgar Marxist fantasies of machines making people



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The Washington Post, January 22, 1995

obsolete.

James K. Glassman writes a financial column for The Washington Post.
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LEVEL 1 - 3 OF 5 STORIES

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SECTION: Book Review; Page 2; Book Review Desk

LENGTH: 1210 words

HEADLINE: WILL THE FUTURE BE ONE LONG COFFEE BREAK?;
THE END OF WORK: THE DECLINE OF THE GLOBAL LABOR FORCE AND THE DAWN OF THE
POST-MARKET ERA, BY JEREMY RIFKIN (TARCHER/PUTNAM: \$24.95; 368 PP.)

BYLINE: By James Flanigan, Flanigan is a Times business columnist.

BODY:

It wasn't supposed to be this way. In "The Iceman Cometh," the anarchist character Hugo Kalmar cries out that once the revolution comes, "we will eat hot dogs and drink free beer beneath the willow trees."

Well, the technological revolution has come. Everywhere, computers and other electronic machines are enhancing human capabilities, making work more productive and eliminating heavy lifting. Yet this book argues there will be no free beer, that the computer's advance and changing work patterns mean only poverty and misery for masses of unemployed workers.

"The End of Work" is a flawed book, full of rhetorical statistics and misleading arguments. But it's worth considering because it addresses a question that has aroused widespread anxiety: Will advancing technology bring good jobs and decent pay for all workers, or only for a skilled elite, leaving most behind in idleness and poverty? And how do we go about ensuring the former virtuous state?

Jeremy Rifkin's extremely gloomy -- and incorrect -- answer is that the central government will have to support a vast sector of social work because jobs will disappear. "While earlier industrial technologies replaced the physical power of human labor, substituting machines for body and brawn, the new computer-based technologies promise a replacement of the human mind itself," Rifkin writes.

The vision throughout is of the computer as threat. Nowhere does the book even acknowledge Steve Jobs' expansive vision. "As the bicycle augmented human muscle power," the co-founder of Apple Computer used to say, "so the computer will augment brain power, allowing thought to fly."

Fly indeed! Rifkin, a prolific writer of economics books such as "Beyond Beef," sees the "substitution of thinking machines for human beings" threatening 90 million jobs in a work force of 128 million. If the Great Depression put "one third of a nation" out of work, Rifkin's version of the Information Age will idle 70% of the work force.

Such projections are nonsense -- as is clear even today. The U.S. economy has



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Los Angeles Times, March 12, 1995

adapted the computer more than any other nation, from the large mainframe 30 years ago to the spread of the personal computer in the last decade. And as it has, employment has expanded greatly.

Yes, there is unemployment, 7 million people out of work at any one time, 5.7% of the work force. That's a problem -- and part of a much larger social problem -- to be solved.

But to blame unemployment on technology is misplaced. In Europe, where France, Germany and other nations have been slow to adopt the computer, unemployment runs 10% to 11%; in Japan, which has been equally slow to computerize, unemployment -- adjusting for differences in accounting -- is comparable to that of the U.S. And Japan has not brought women into its labor force at anything like the U.S. rate.

Where are the new jobs? Almost everywhere. Airline employment has risen 63% since deregulation 16 years ago. Business services is a vast field today, covering everything from accounting and finance to the local Kinko's.

Then there is the enormous work force of the computer and electronics industries themselves, directly employing 4 million in the U.S. and indirectly accounting for an explosion in different kinds of jobs in millions of new companies. Rifkin scarcely acknowledges this reality.

New jobs come about because productivity is increasing -- that is, greater output for the same investment of labor or money or time. Throughout history, rising productivity has made the pie bigger for all, the most dramatic example in the 10th Century when there was an increase in farm productivity in Europe, leading to a general upsurge in learning and growth.

Productivity is now growing in the U.S. economy, as computers reform office work and service businesses, the way they earlier transformed manufacturing. The result is 2% to 3% annual growth in productivity -- meaning that \$120 billion to \$180 billion is added to the economy each year for the same amount of labor and investment. You can make a lot of jobs with an extra \$120 billion.

But Rifkin massively misunderstands rising productivity. To him it means more profits for the villains of his piece, whom he calls "transnational corporations" or simply "corporations" or "business leaders." These straw malefactors, according to Rifkin, use technology to make workers "redundant and irrelevant in the global economy." His gloomy analysis recalls the story of the late Henry Ford II and Walter Reuther, the United Auto Workers' leader, looking over an assembly line.

"Someday machines will put those cars together," Ford says to the union leader.

"How many cars will the machines buy, Henry?" responds Reuther.

They will buy no cars unless the central government pays them a guaranteed annual income, writes Rifkin. In his grand solution for a jobless future, the government would pay that income for social work and charitable activities. He recommends a taxpayer-financed "1,000 points of light," paid for by a value-added tax and taxes on entertainment and other businesses that are expanding with the rise of the information industry.



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Los Angeles Times, March 12, 1995

But paid volunteerism is already being tried with only mixed success in President Clinton's AmeriCorps. Idealistic as it is, voters are unlikely to countenance an expansion of this idea.

The great British journalist George Orwell misunderstood this as well. In a wartime essay, he suggested as a solution to Britain's chronic class inequality that "all income above 50,000 pounds be taxed away and distributed." What he didn't foresee was that the taxing and distributing agency, the government, would become vast, bloated and overly powerful. Britain has been trying to correct those unforeseen consequences for years.

Finally, Rifkin's idea is bad because his underlying thesis of a jobless society is wrong. What we are clearly headed into is not a rerun of the 1930s Depression, but a variation on 19th-Century Meiji Japan, when, spurred by open markets, people employed themselves in countless ways rendering services to each other, from carrying water to teaching.

We see a rise of similar jobs in our society today as businesses are incorporated at a faster rate than ever. There is the rise of home health care, made possible by electronic devices and growing numbers of visiting nurses. There are new industries: 700 biotechnology firms -- a parallel pharmaceutical industry -- employing scientists, apprentices, clerks and technicians. There are unpredictable industries: more than 600 toy companies in Southern California assembling and shipping toys to Mexico.

This book chooses not to inquire into those phenomena, but then few authors have yet attempted to encompass or explain this new world. Peter Drucker in his 1993 book "Post-Capitalist Society" writes of the new society of organizations and the place in it of labor and capital. And Alvin Toffler in "The Third Wave," a landmark book published 15 years ago, envisioned the outlines of a new economy that was at once local and individual and yet global.

There is a far more fascinating story in human adaptability to change and technology than in the tendentious gloom of Rifkin's book. People are not idle, they are inventive.

LANGUAGE: ENGLISH

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